

**Document Control Log**

REV NO.	CHANGE SUMMARY	DOCUMENT OWNER	APPROVER	DATE APPROVED
112	Updated Document and Fixed Broken Links. Addressed DEKRA NC by referencing EMG OF as part of AOF. Changed wording to aid clarity in section 9.6 related to an old system CASPER now Siebel. Section 8 updated to reflect relationship between AOF and EMG OF. Section 2.2 Org Chart updated. Section 4.2. Revised wording related to Infrastructure Org roles and responsibilities	Kevin Fawl (BMS Team)	Ted Tucker	13-Nov-2012

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## **1. Introduction**

### **1.1 Purpose**

This Manual is a summary description of the Electronic Measurement Group (EMG) and its basic policies. It is intended to be used by all EMG employees, external temporary workers, EMG customers, and Business Management System auditors (internal and external). This manual is intended to help EMG deploy its policies, processes and organization to achieve its quality goals and comply with applicable regulations/standards and understand the overall business processes. To view the EMG BMS Web site go to: <http://epsg.communications.agilent.com/quality/bms/>

### **1.2 Background:**

This Manual was written under the direction and leadership of EMG management. The owner of the EMG Business System Manual is the EMG Business Management System Representative. The controlled copy is located on the web: [http://epsg.communications.agilent.com/quality/bms/040318\\_docMap.asp](http://epsg.communications.agilent.com/quality/bms/040318_docMap.asp) Changes to this Business Management System Manual are made per the “[Document Control Requirements](#)” process. Definitions of special terms, acronyms, and abbreviations used in the EMG Business Management System are provided at the end of this document.

Dave Packard and Bill Hewlett formed HP in January 1939 developing test and measurement products. Agilent Technologies was formed in 1999 as a result of a strategic realignment of Hewlett Packard into two companies. The computing and imaging elements of the business remained with Hewlett Packard while Agilent Technologies focused on the Communications, Electronics, Life Science and Healthcare Industries. As of November 1, 1999 Agilent Technologies became its own company separate from Hewlett Packard. EMG is a major group within Agilent Technologies and is a leading provider of electronic test equipment.

### **1.3 Scope:** (4.2.2)

EMG’s Business Management System is comprised of all the organization policies, procedures, plans, resources, processes and the delineation of responsibility and authority, all deliberately aimed at achieving product or service quality levels consistent with customer satisfaction and organization objectives. These policies, procedures collectively with our quality objectives and quality policy define how EMG works and how quality is managed. The EMG Business Management System includes EMG quality-related activities worldwide. EMG Employees and external temporary workers follow EMG Business Management System policies, processes and procedures. Product Conformity is measured in alignment with customer feedback (ACS) and Agilent Technologies’ Quality Policy. This is a Level 1 document.

EMG sites and entities are registered with, and audited by, and/or certified by regulatory standards agencies per the agencies rules. This Business Management System Manual defines the Quality philosophy and System in use at EMG Businesses worldwide. The businesses certified to ISO 9001:2008 are listed in the ISO9001 certificate addenda: [http://www.agilent.com/quality/EMG\\_ISO9001.pdf](http://www.agilent.com/quality/EMG_ISO9001.pdf).

The EMG Business Management System complies with:

- a) [Agilent Technologies’ Policies & Procedures](#)
- b) [ISO9001:2008](#)
- c) [ISO/IEC 17025](#) (EMG complies with this standard as appropriate).

**2. Organization and Responsibility** (4.1, 5.2, 5.3, 5.4, 5.4.2b, 5.5.1, 5.5.2, 5.5.3d, 5.6.1, 6.1)**2.1 EMG organization**

EMG consists of:

Research and Development, Marketing, Field Sales, Quality, Order fulfillment (Manufacturing & Procurement), Customer Services & Support and aligned Divisions.

- a) EMG Customer Experience & Quality Organization consists of Customer Experience, Quality Engineering, Quality Information, Business Management System, Education, Data Quality, Product Solutions, Environmental Compliance, Safety & Regulations and Quality Process. These areas provide services and tools to help EMG businesses achieve goals and objectives.
- b) Divisions include research and development (R&D) and Marketing. Some businesses include professional services & support as required.
- c) EMG OF includes manufacturing, procurement and NPI-OF areas where they assist R&D by building prototypes and pilots of the new designs.
- d) Field Operations includes Field Sales, the Remarketing Solutions Division and the Customer Contact Center.
- e) Customer Services and Support includes the calibration and repair facilities and the Service Parts Operation.

**2.2 The EMG organization chart**

Depicted below is the management with executive responsibility in EMG and has the authority to establish or influence changes to the EMG Quality Policy and Business Management System.

See the following URL for current [EMG organization chart](http://epsg.communications.agilent.com/about/org/):

<http://epsg.communications.agilent.com/about/org/>

- a) EMG President & General Manager jointly owns the BMS with the EMG VP of Customer Experience & Quality.
- b) EMG VP of Customer Experience & Quality (CE&Q) ensures EMG has a robust Business Management System (BMS) to address customer expectations, quality and regulatory requirements.
- c) The EMG Management Representative (BMS Manager) is appointed by EMG Top Management, reports to the EMG VP of Customer Experience & Quality and has the responsibility and authority to ensure the EMG Business Management System is effectively established and maintained per the regulations and standards cited in ISO9001 clause 5.5.2.
- d) EMG TAG Team: This team is lead by the EMG Manager Representative (BMS Manager). This team exists to share best practices/learning, improve quality, and add rigor to the BMS.
- e) BMS Representatives assist in the implementation of the BMS and are typically dotted line/support the Business Management System Manager.
- f) Site Management Liaisons are identified to assist the BMS representatives as appropriate.

**Electronic Measurement Group**



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### **2.3 Top Management**

- a) Will ensure that appropriate *communications* are established within the organization and that communication takes place regarding the effectiveness of the quality management system. (E.g. coffee talks, EMG News, video clips, Quality Blue Book...etc) (5.5.3d, 4.1)
- b) Will ensure communication throughout the organization regarding *customer requirements*. (5.5.2c)
- c) Will provide the required resources and training for implementing and maintaining the BMS and continually improving its effectiveness. (6.1)
- d) Will conduct business reviews selecting key quality and business measures to be evaluated at least on an annual basis and maintain records and action items as per the MRP (Management Review Process).
- e) Will ensure products and services meet specifications. They ensure process effectiveness, compliance with applicable regulations/standards, and customer loyalty.
- f) Will ensure customer requirements are developed and achieved while enhancing customer satisfaction. (Customer Focus) (e.g. ACS, CFS, OBD) (5.2)
- g) Will ensure the Quality Policy meets organizational requirements, focus on improving the effectiveness of the BMS, ensures quality objectives align with Agilent Quality Policy, and appropriately communicate and review yearly for continuing sustainability. (5.6.1)
- h) Quality planning is established to generate and plan the quality priorities. (e.g. "EMG QLT review and implementation) (5.4.2)
- i) Will ensure quality priorities are established (Measures of Success), measurable and align with our quality policy (e.g. OBD, OTA, OTS, TAT) (5.4.1)
- j) Will ensure changes to the BMS (e.g. strategy, structure, etc.) are planned and maintained by communicating these changes appropriately (e.g. to BMS Manager, Quality Mgr., etc) through the GM and ELT. (5.5.3)
- k) EMG businesses/entities have the final responsibility and authority for their respective products' design, quality, marketing, manufacturing, distribution, installation and service, although many activities are common at the Group level.
- l) Will ensure that responsibilities and authority are defined and communicated appropriately within the organization. Responsibilities and authority can be defined written or verbally depending on the risk and impact to the business.

**3. Business Management System Structure**

**3.1 Business Management System Architecture**

The EMG Business Management System is a set of requirements/policies, and procedures designed to be effective, simple, uniform, and easy to audit. The architecture of the business management system and its description in this Business Manual is based on ISO9001: 2008 Standards and “Process Mapping”. See below for process map.

EMG Business Management System requirements, processes and procedures are common worldwide unless there is a compelling, justifiable, verifiable and documented rationale for variations that have been reviewed and approved by the cognizant authority. (7.2.1c)

a) EMG Documentation is structured in this tiered hierarchy.

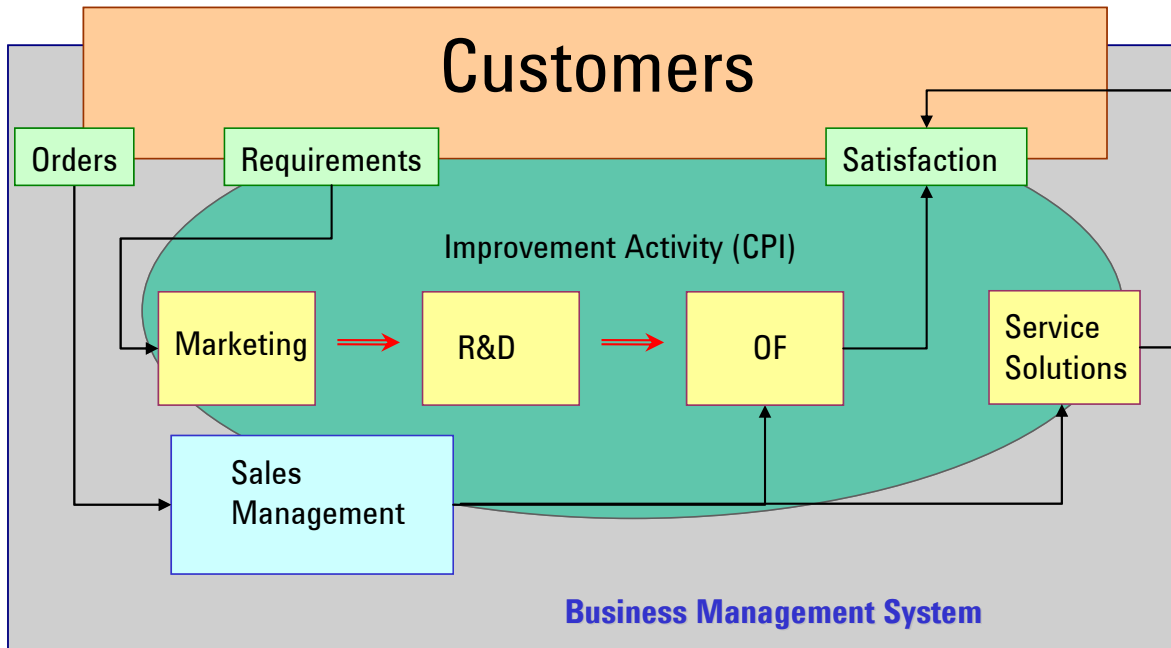
Tiered Hierarchy	EMG
Level 1	Business Management System Manual
Level 2	Required Documents: Cal Sys Manual, 6 Doc
Level 3	Entity Specific Documents/local procedures
Level 4	Records

b) EMG’s input and output map (EMG BMS Relationship Map) depicts the flow of our overall key processes.

The details of each key process can be found in this BMS Manual and they consist of the following:

- Orders: section 7.2
- Marketing: section 5.0
- R&D: section 6.0
- Sales Management: section 7.0
- Order Fulfillment: section 8.0
- Service Solutions: section 9.1
- Business Management: section 4.0
- Improvement Activity: This touches all elements of the organization and includes such program as Escalations, Customer Feedback, CPI, Management Review, etc. Most of elements can be found in section 4.0.

**EMG BMS Relationship Map**

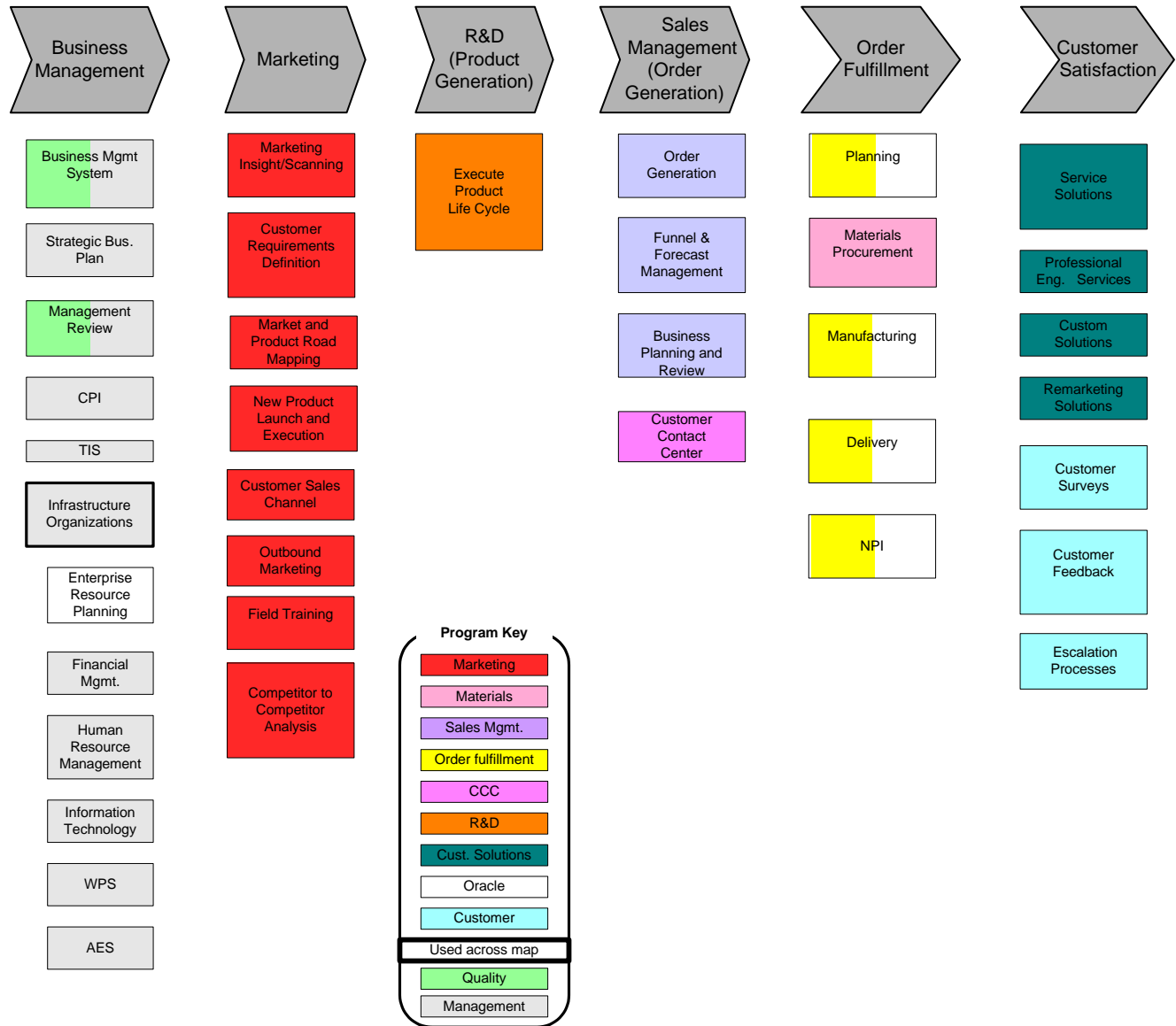


c) EMG Business Process Map:

The top Chevrons are the level-one, key processes.  
 The blocks below each Chevron are the level-two sub-processes.  
 Each level-one process is defined in this Business Manual.



**EMG Business Process Map**



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#### 4. **Business Management**

Business Management contains many high level functions to run our organization. These functions act as a resource while providing support and direction and are critical to success of our overall business. EMG adheres to Standards of Business Conduct:

<http://sbc.corporate.agilent.com/ch1.htm>

##### **4.1 Business Mgmt. System** (4.0, 4.2.3, 4.2.4, 5.3, 5.6, 6.1, 6.2.2, 7.2.2, 7.4, 7.5.4, 8.2.1, 8.2.2, 8.3, 8.5.2, 8.5.3)

EMG implements a business management system that ensures customer requirements are fully met through the consistency in execution and maintenance of our internal operations, which directly affect EMG's ability to produce high quality products and services.

##### 4.1.1 Quality Policy (5.3)

EMG adheres to Agilent Technologies Quality Policy, which can be reviewed at:

<http://emg.communications.agilent.com/quality/policy.asp>

All EMG managers and employees support the implementation of this Quality Policy in accordance with their roles and responsibilities in the organization.

##### 4.1.2 Quality Education: (8.5.1, 8.2.1, 5.3b)

EMG Quality Education has the role of establishing the standard course requirements for the Quality and Six Sigma classes to ensure consistent format and delivery to employees across the businesses. The standard course requirements include:

- Clear Learning Objectives
- Available Resources
- Employee Learning Assessment
- Clear Linkage to Strategic Initiatives and Business Objectives

EMG Quality Education has the responsibility of working with the business units to ensure each course will build awareness or skills in Quality/Six Sigma which can then be utilized by a business to achieve their business objectives.

EMG Quality Education measures of success are based on the number of seats in the courses delivered to EMG employees. Quality of the course, instructor where applicable, and the delivery of the course is evaluated based on the employee assessment.

<http://emg.communications.agilent.com/quality/education/default.asp>

##### 4.1.3 Measurement analysis improvement (8.1)

EMG has implemented monitoring, measurement, analysis and improvement of processes and tools at the appropriate levels to demonstrate conformity, ensure conformity, and continually improve the effectiveness of the BMS (e.g. CFS; Quality Bluebook; OBD).

#### 4.1.4 Customer Property

EMG exercises care with customer property while it is under the organization's control or being used. Each area will use local processes to record and track the status of customer property in the rare instance when EMG receives customer products or property. If customer property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the customer and records are maintained locally. (Examples of customer property: government contracts, special handling specification, product or test equipment).

#### 4.1.5 Core Documents/Processes

EMG's quality management system is defined and shown in the EMG Process Map. Details of specific processes we are required to use can be found in the EMG Documentation in Webdoc or the Agilent Technologies web site.

[http://epsg.communications.agilent.com/quality/bms/040318\\_docMap.asp](http://epsg.communications.agilent.com/quality/bms/040318_docMap.asp)

These include-

- ✎ EMG BMS Manual epsg1026386
- ✎ [Management Review Requirements](#) E106 (5.6) epsg1028737
  - [Management Review Guide](#)
- ✎ [Corrective and Preventative Action Requirements](#) E101 (8.5.2, 8.5.3) epsg1028733
- ✎ [Quality Assessment Program Manual E102](#) (8.2.2) epsg1028734
- ✎ [Documentation Control Requirements](#) E100 (4.2.3) epsg1028732
- ✎ [Training Requirements](#) E105 (6.2.2) epsg1028736
- ✎ [Control of non-conforming Product/Process Requirements](#) E103 (8.3) epsg1028735
- ✎ [Control of Quality Records Requirements](#) E104 (4.2.4) epsg1028767
- ✎ [EMG ESD Control Manual](#) epsg1039112
- ✎ [Calibration Requirements](#) E108 (7.6) epsg1033182
  - [Calibration System Manual](#) epsg1024153
  - [Measurement Uncertainty Validation Process](#) epsg1059922
  - [EMG Calibration Policy](#) epsg1033182
  - [Option 1A7 & A6J Introduction Guide](#) epsg1038158
- ✎ [HWTC Manual](#) epsg1075658
- ✎ [Anti-virus requirements](#) epsg1115641

The Disaster Recovery Processes/plans can be found at:

- <http://finance.agilent.com/agrm/organization/index.htm> Disaster Recovery (Finance)/Agilent Risk Management.
- [http://wps.service.agilent.com/drp/site\\_index.htm](http://wps.service.agilent.com/drp/site_index.htm) -Disaster Recovery (WPS)
- <http://one.it.agilent.com/security/programs/drp/> - IT Disaster Recovery Plans

CIR (Customer Issue Resolution) Process can be found at: <http://emg.communications.agilent.com/quality/cir/>

- Learn more about the CIR process in section 9.7 of this manual.

Other Business Management System information can be found at:

<http://legal.agilent.com/rim/index.shtml>-General Retention Schedule  
<http://sharedoc.collaboration.agilent.com>-Sharedoc  
[http://epsg.communications.agilent.com/quality/bms/040318\\_docMap.asp](http://epsg.communications.agilent.com/quality/bms/040318_docMap.asp) -Documented procedures  
<http://www.agilent.com/quality/qualityman.pdf> -Agilent Quality Manual  
<http://qes.supplychain.agilent.com/> -Agilent Quality Website  
[Design and Manufacturing Document List](#)  
[Design Standards Users Group](#)

## 4.2 **Strategic Planning** (4.1.c, 4.2.1a, 5.4.1, and 7.1)

The strategic plan is developed at the EMG level encompassing all business processes and stating the direction, leadership, and transformation required to meet specific goals. EMG will improve customer satisfaction and earn unrivaled loyalty through personalized customer relationships. Capitalize on our product leadership. Create customer value and intimacy through innovative systems, high-valued services and support solutions and accelerate EMG business process transformation.

EMG has yearly strategy reviews at the Group level to ensure plans are consistent with changing market conditions. EMG focuses on customers, competitors and our offerings. After the strategy review, our annual financial plan is developed (SCALE: short term commitment and long term estimate) using the SPR (strategic plan review) as the baseline for profitability and ROIC (return on invested capital). Tactical reviews are held quarterly to review financial results, NPI revenues, market share, customer satisfaction, and employee satisfaction.

### 4.2.1 **Acquisitions:**

a) Corporate Development (CD): Supports the ongoing assessment of Agilent's enterprise business portfolio to identify candidates for active abandonment or investment. CD insures strong links between the enterprise and Group strategies, focusing Agilent's overall prospects for top line growth and value creation. This site is designed to support the needs of those involved in transactions, integration, strategic planning, and new ventures within the businesses and corporate functions. <http://corpdev.agilent.com/>

b) EMG has developed an Acquisition Lifecycle (ALC) process that provides the EMG business with additional acquisition support not specifically covered by corporate development personnel and processes. [ALC Web site](#), [ALC Standard](#)

4.2.2 **Discontinuance/Obsolescence** strategy is determined in each business. The [EMG Discontinuance Plan](#) is the key document that is used to plan and execute the discontinuance and final obsolescence of products at the end of their lifecycle. The Discontinuance Plan is split into several sections, and a cross-functional team is required to address these sections effectively.

The Corporate Discontinuance Process can be found at:

[http://wcosedoc.cos.agilent.com/stellent/groups/plc/documents/end\\_users/019602.doc](http://wcosedoc.cos.agilent.com/stellent/groups/plc/documents/end_users/019602.doc)

### 4.2.3 **Technology Development:** (7.1)

a) The Technology Leadership Organization (TLO) as the central technology organization, leads the creation of EMG Strategy, makes R&D portfolio decisions, delivers breakthrough technology with clear competitive advantage, executes EMG R&D programs, guides EMG level architecture, and manages and improves EMG R&D Processes.

<http://emg.communications.agilent.com/tlo/>

b) EMG also links to Agilent Labs to identify and transfer breakthrough technologies into our businesses. <http://web.labs.agilent.com/>

### 4.2.4 **General Outsourcing Requirements**

Outsourcing includes: 1) the decision to purchase a product rather than make it internally; 2) the subsequent selection of a qualified supplier; and, 3) the management of the on-going relationship with the supplier. The materials purchasing process description in Section 8.2 applies after the decision, often called the “make versus buy” decision.

The General Manager of each business is ultimately responsible for the decision to outsource any product in their business that significantly affects conformity with customer, stakeholder, and regulatory requirements. Once the decision to outsource is made, responsibility for control falls on the immediate management of the operation responsible for the product, and the supply-chain management professionals that assist them. The degree of control for the outsourcing depends on the significance of the outsourcing on product conformity and whether the outsourcing concerns a new or existing product.

The EMG Product Lifecycle (PLC) process establishes the recommended management checkpoints and basic considerations for the control of product lifecycle transitions, including outsourcing for new product introductions and manufacturing, if the new product is taken to market. The PLC process description is found at URL: [http://sharedoc.collaboration.agilent.com/sites/EMG-PGE/SD/EMG%20PLC/EMG%20PLC%20Rev%205.0/emg\\_plc\\_process%20-%20epsg1024851.htm](http://sharedoc.collaboration.agilent.com/sites/EMG-PGE/SD/EMG%20PLC/EMG%20PLC%20Rev%205.0/emg_plc_process%20-%20epsg1024851.htm)

A complementary general framework for the selection and management of EMG contract manufacturers is found in here: [#epsg1043961](#). Outsourcing procedures are determined at the local level and typically described in the Quality Procedures Manual and/or other local process and procedures.

In some cases strategic suppliers are shared across local operations in EMG or its business divisions. In these cases, one entity may be tasked with managing all or part of the outsourcing on behalf of the others. The Strategic Supplier Management team is an example. They manage the overall business relationship with EMG’s top-level strategic contract manufacturing and component suppliers.

#### **4.3 Management Review (5.6)**

Top management for the business, reviews selected key quality and business measures to be evaluated on at least on an annual basis and conducts a comprehensive quality review annually. The Business Managers have the ultimate responsibility for ensuring regular management reviews are conducted for their organization. As a result of such reviews, changes may be made to any aspect of the quality management system including the quality policy and/or objectives to improve suitability, adequacy or effectiveness.

[EMG level Management Review Management Review Process](#)

#### **4.4 CPI (5.3b, 5.4.1, 8.5.1, 8.2.3)**

Continual Process Improvement in EMG is based on Management by Objectives. The EMG Quality Manager and the Executive Leadership Team establish business-wide quality improvement objectives that align with Agilent Technologies’ Quality Policy. Objectives are assigned to owners who are accountable to the Leadership Team for successful accomplishment of the objectives. These objectives are communicated to all levels of the EMG organization. At each level, plans are

developed in support of the business-wide objectives, as appropriate, depending on the relevance of the objective. Periodically, and during management reviews, progress toward completion measures are reviewed and evaluated by the Executive Leadership Team and course corrections, if necessary, are initiated. Other process improvement objectives may be established at EMG sites or organizations and will be managed and monitored by the site/organization management. These objectives will be based on local needs, criticality, and resource capacity.

- a) EMG monitors and measures processes during internal audits, management reviews and continually improve processes. (8.2.3)
- b) Data analysis's is performed throughout our business. (e.g. CFS, Blue Book, TQRDCE, RIP, QIC, MST).
- c) Six-Sigma has been adopted by EMG world-wide as a data driven tool for improving the quality of products and processes and improving business results. The Six Sigma program provides a highly structured set of tools and methodologies that are applied to a variety of business processes as appropriate to achieve breakthrough results. EMG Organizations can apply Six Sigma to R&D, product design and development, manufacturing, sales, services, and support functions to reduce process complexity, variation, and cost, resulting in increased customer satisfaction and the elimination of defects. For more information about our Six Sigma program click on the following URL's.

Agilent : <http://sixsigma.quality.agilent.com>

Training: [http://qes.supplychain.agilent.com/Global\\_Learning/Index.asp](http://qes.supplychain.agilent.com/Global_Learning/Index.asp)

#### **4.5 Technical Information Systems (TIS):** (7.1d, 6.3c, 8.4, 8.5)

Local TIS and the WW EMG BTT TIS Team (Global TIS) are responsible for the management and implementation of new setups and changes per input from the formal processes including ECR/ECO and approved Change Requests (CR's). TIS creates and maintains the bill of materials in support of Matrix One and Oracle for the design and manufacture of our products. For more information click on the following link: <http://gtis.is.agilent.com/global/>

#### **4.6 Infrastructure Organizations** (6.0)

To maximize EMG's businesses ability to develop and deliver high quality products and services, certain infrastructure organizations are in place to deliver internal support services. EMG collectively refers to these as infrastructure organizations. These organisations are managed at the Agilent Level and are not subject to EMG Internal audit (findings will be reported if found during an audit trail) or external audit, but are audited at the Agilent Level to ensure conformance to ISO 9001:2008. EMG shall perform periodical review with Infrastructure organizations to ensure that they meet EMG BMS needs. [Infrastructure web site.](#)

##### **4.6.1 Financial Management** (5.1)

Finance's primary contribution is business planning and business analysis for decision making. EMG provides timely, actionable information related to business reporting of process performance. We ensure sound business controls. EMG publishes a monthly Group Financial "Blue Book" to report financial, operational performance details and to take action on decisions to improve operational and financial performance. EMG Finance Web site: <http://finance.agilent.com/EMGfin/>  
Global Financial Service Description can be found at:  
[http://customer.quality.agilent.com/qual\\_mgt\\_systems/serv\\_descript.shtml](http://customer.quality.agilent.com/qual_mgt_systems/serv_descript.shtml)  
Business Continuity Plan: <http://finance.agilent.com/agrm/bcp/>



Global Financial Services (GFS) provides efficient, compliant global financial services enabling businesses to focus on their objectives. The primary areas of responsibility include process and operations for sales accounting, collections, general accounting, financial planning and controls and country operations. Accounts Receivable and Collections process maintains short collection periods, minimizes bad debt through collection efforts, minimizes potential disputes, monitors customer pay trends, and educates customers on payment terms of the invoice. This function is managed at the Agilent level.

Agilent Marketing Policy and Contract Solution Organization are responsible for creating contract documents and terms, which balance Agilent requirements, and customer needs and are appropriate for the specific business or industry.

The Agilent web site: <http://customerfirst.corporate.agilent.com/Contracts/Index.shtml>

#### 4.6.2 Human Resource Management (6.2) (HR)

HR's role is to be the architect of organizational capability and human potential. HR's contributions aim to increase the productivity and effectiveness of individuals and teams in order for EMG to meet and exceed business objectives. HR has three primary goals: Build a stronger deeper leadership bench; Re-enforce EMG as a best place to work; create a simpler, best in class HR function and HR services. EMG believes, by attaining these goals that HR will create a competitive advantage for EMG through people practices and a high-performance culture. Success is monitored quarterly and measured annually at the Group level via external and internal metrics and surveys focused on our three primary objectives.

HR Web site: <http://EMG.communications.agilent.com/toolkit/Decisions/dec35.asp>

Click here to see the [HR's Service Description](#).

#### 4.6.3 Information Technology (IT) (6.3, 6.4)

IT ensures delivery of all information technology services to enable EMG to be a high growth, high performance company. Business fundamentals measure the success of IT results.

Reference Web Sites: [IT Web site](#), [IT Service Description](#).

#### Enterprise Resource Planning (ERP) (6.1, 6.3)

ERP systems (part of IT) integrate departments and functions across the company into single systems that serve all those different departments and their particular needs. EMG utilizes Oracle's Enterprise Resource Planning system as the cornerstone of EMG's business process reengineering and transformation initiative.

The documented processes are located in the Knowledge Portal at:

<http://knowledgeportal.corporate.agilent.com/>

#### 4.6.4 Work Place Services (WPS) Plant, Equipment and Facilities Management (6.3, 6.4)

The Global Work Place Services organization ensures that the facilities used by the Businesses meet EMG's and government standards for safety, that environment regulations are met, and that the physical plant is adequate to meet the needs of the other functions in performing their responsibilities. Click here to see [WPS Service descriptions manual](#).

WPS web site can be found at. <http://wps.service.agilent.com/>

EMG is registered to ISO14001. The Environmental Management System web site can be found at:

[https://wps.service.agilent.com/global\\_ehs/](https://wps.service.agilent.com/global_ehs/)

There are many Health and Safety programs in place within EMG. The Environmental Health and Safety web site can be found at: [https://wps.service.agilent.com/global\\_ehs/Ergonomics](https://wps.service.agilent.com/global_ehs/Ergonomics)

## 5. **Marketing**

The marketing department has the responsibility to ensure that product designs are based on an understanding of markets and customer needs and to ensure that the right product reaches our customer, through the relevant sales channel. Success is measured monthly at the Group level through orders received. (5.4, 7.1, 5.2, 6.2.2, 7.2.1, 7.2.2, 7.2.3, 7.3, 8.2.1, 8.4, 8.5)

- a) Marketing Insight/Scanning (inbound): Monitor market dynamics and identify new opportunities, technologies, and standards. This also includes determining market size and short/long term growth rates. (7.2)
- b) Customer Requirement Definition (Inbound): Identify key customer requirements and market windows in targeted market segments. Includes prioritization of these requirements from most to least important. Meet customer's unstated requirements. (7.2.1, 5.2, 8.2.1) EMG Requirements Management web site: <http://www.soco.agilent.com/org/pge/reqman/overview.htm>
- c) Market and Product Road Map (Inbound/Division): Translate customer requirements into Market roadmaps and then into multiple product and service roadmaps. The objective of these roadmaps is to define products and services that meet customer requirements, at the right time, with competitive differentiation. (7.3)
- d) New Product Launch and Execution (Division): Establish new product positioning; launch strategy, objectives and tactics (pricing, product structure and configuration rules). Set launch criteria. Execute launch per plan (on time and within budget). (7.2.2)
- e) Customer and Sales Channel Support (Division): Provide phone and electronic support to customers, our sales and service teams. Support content includes technical product and applications insight, handling of some competitive situations or customer satisfaction issues, and post-sales support of our customer's products. (7.2.3)
- f) Outbound Marketing (Outbound): Identify hot customer applications and problems. Set Strategy, Objectives and tactics that proactively generate awareness, leads, and move customers through the sales funnel. Vehicles include PR, Advertising, Application notes, technical web and face-to-face seminars, catalogs, tradeshows, customer visits, special promotions, e-mail notification, etc. Keys to success include identification of a hot topic, and development of an integrated program tightly linked to the sales channel. (7.2.3)
- g) Field Training (Outbound/Division): Identify and deliver training to EMG and Partner Sales and support teams on products, application, competitive and service information. (6.2.2)
- h) Competitor to Competitor Analysis (Inbound/Division): High level analysis of our key competitors' strategies and detailed analysis of their products and services (as they compare to EMG's) (5.4).

Marketing Policies: All of the Marketing Policies have been developed for EMG in order to:

- Define company or business group wide principles for conducting business with our customers
- Establish overall standards of performance and control
- Provide a framework for the Business Operations to implement marketing strategy and establish operational policy.



## 6. Research and Development

R&D and Divisions have the responsibility of designing products to meet customer requirements and Agilent design and quality standards. (7.1, 7.3.2, 7.3.5, 7.3.7, 8.2.3, 8.2.4, 8.4, 8.5.1)

### 6.1 Product Life Cycle (PLC):

The EMG Product Lifecycle (PLC) is a phase review process for cross-organizational and cross business teams from the point where product development resource involvement begins (CON = concept) through eventual product obsolescence (CLO = closure)). The PLC focuses on a series of checkpoints and milestones, along with a specific set of deliverables for each. The PLC embodies the Shewhart Cycle (Plan, Do, Check, & Act)

The guidelines established here are to set and communicate quality objectives, expectations, and responsibilities of each organizational area at each phase of product lifecycle culminating in [Quality Sign off](#)\*\* (click on QSO form checklist).

EMG PLC web site: <http://www.soco.agilent.com/org/pge/PLC/plc.htm>

\*\*Note: Quality Sign-off confirms that the requirements for 1) products regulations, 2) environmental test, 3) reliability and accelerated life testing, 4) specifications/DFx /Quality Objective setting, 5) product stewardship 6) Whole Product Support Plans....etc. have been met.

## 7. **Sales Management**

### 7.1 **Field Sales** (5.4, 6.2, 7.1, 7.2.2, 7.2.3, 8.2.1)

The purpose of the sales department is to grow orders for EMG within a given cost envelope. The department applies EMG capabilities in test and measurement to help our customers improve their business results while maximizing orders for EMG. Working together across functions in the field and field/factory, EMG create solutions specifically tailored to achieve maximum customer satisfaction. Customer Loyalty has always been and continues to be our most treasured asset. We envision being known as the company that it most committed to exceeding customer expectations, thereby earning their long-term loyalty. Key Metrics: Orders, Expenses, Funnel, Loading, and Customer Satisfaction.

- a) **Order Generation:** (7.2.1) This process is one of the core customer facing processes, and includes Account Management, Opportunity Management and Deal Management utilizing web, phone and face to face (the sales process).
- b) **Funnel and Forecast Management:** (7.2.2) this is the core process for the monthly management of the Order Generation Process.
- c) **Business Planning Review:** (7.2.3) this process involves all activities related to strategic and tactical business planning, organizing, and deploying human and other enabling resources for on-going sales operation and order generation.
- d) SSSQ website: <http://emg.communications.agilent.com/wwfops/>

### 7.2 **Customer Contact Centers**

EMG's Customer Contact Centers (CCC's) are responsible for management of customer interactions from quotation to invoice processes while adhering to the quality management system.

CCC's are a Field Operations entity within EMG SSSQ (Sales, Service, Support and Quality) with demarcated global presence into four major regions (ie: Americas, Asia Pacific, Europe and Japan). In each region the **Business Centers** and **Contact Centers** make up a CCC regional unit.

The CCC organizations typically consist of four core functions:

- **First Contact (FC):** Primary contact for all customer interactions with the goal to resolve a maximum proportion of requests without further handoff.
- **Customer Relationship (CR):** Manages orders, customer escalations and issue resolution. CR is an end-to-end bridge between FC and CS.
- **Commercial Services (CS):** Focuses on non-verbal customer transaction management such as quotations, order entry and invoicing.
- **Contracts Administration (CA):** Creates and administrates customer Purchase Agreements and structuring of pre-sales contracts strategies.

Each region has typically one Business Center focusing on back-office tasks and one to several Contact Centers focusing on customer interactions.

This model is followed globally except where specifics of each region are taken into account to better suit customer requirements within that region.

### 7.2.1 Customer Interaction Management

*Customer Interaction* processes are managed by First Contact and Customer Relationship teams. First Contact's focus is on the prompt fulfillment of any customer inquiry. Any special customer requests or resolution of customer issues are managed within the Customer Relationship Team.

The *First Contact* team is responsible for all initial voice (phone) and non-voice (e-mail, fax, and web) interaction with customers and business partners. Their objective is to qualify and fulfill the requests in an expedient manner or when appropriate transfer the request within CCC or to business partners like sales, technical support or to another business organization for further resolution. Key FC responsibilities is to help customer in checking product availability or service capability, providing information on marketing promotions, checking customer entitlement for service repairs and calibration, and providing order and service status. In general, FC takes ownership of customer issues to satisfy/delight customers by providing real time help and responses to a wide variety of customer requests.

The *Customer Relationship* team is responsible for managing customer interactions that require escalations. They also make outbound communications related to the management of sales, support orders and agreements, negotiate changes on orders or service delivery schedules, and initiate Service Recovery and Customer Feedback.

### 7.2.2 Lifecycle Management of Orders

The *Lifecycle Management of Sales and Service Orders* is managed by Commercial Services and the Customer Relationship teams. Commercial Service's focus is on the efficient lifecycle management of orders. Any exceptions, specific customer requests, and changes in requirements are owned by the Customer Relationship team.

Job specialization within the Commercial Services team allows focused management of customer's orders:

1. *Sales Order Management* – Management of sales order lifecycle for hardware and software products, parts and services sold upfront (e.g. extended warranty, training, consulting). Key processes performed include quoting, booking, and acknowledgement of customer's orders using the ERP system, fulfilling deliveries, order changes, cancellations, product returns, corrective transactions and billing.
2. *Service Administration* – Management of service orders. Service orders are primarily related to the maintenance, system uptime support, and repair of equipment. Service Administration is comprised of two functions – Support Agreements Administration and Support Order Management.
  - Support Agreements Administration – responsible for the order lifecycle of Agreements for maintenance, system uptime support, software, and repair of equipment. Key processes performed include quoting, placing Agreement orders, managing frequency of invoicing, modifications and cancellations, and Sold Upfront Tracking into the Customer Service System

- Support Order Management – responsible for management of the lifecycle of per-incident Trade and Non-Trade Support Orders from quote to invoice. Key processes performed include quoting, placing orders into Customer Service System, follow-up on open orders, issue resolution, invoicing and corrective transactions.

### 7.3 EMG Customer Data

The EMG Customer Data Team is responsible for managing EMG's transactional customer database, which presents an accurate global view of customers EMG does business with and their company structures. The team ensures that EMG can derive legal compliance, effective risk management, and operational efficiency from the customer database through a holistic approach to customer record maintenance. The EMG Customer Data Team holds the ownership for customer data standards for all EMG customers worldwide. <http://csbarcelona.europe.agilent.com/custmast/Index.htm>

## **8. Order Fulfillment**

EMG Order Fulfillment (OF) is a constituent part of Agilent Order Fulfillment (AOF). The ultimate vision for the function is “*To build a best-in-class order-fulfillment and supply-chain function with strong gross margins and high customer satisfaction*”

EMG OF Org Chart –

[http://ofsc.business.agilent.com:81/About%20AOF/EMG%20OF%20Org%20Chart%20\(F\)Feb.pdf](http://ofsc.business.agilent.com:81/About%20AOF/EMG%20OF%20Org%20Chart%20(F)Feb.pdf)

### **8.1 Planning** (7.2.1a, 7.2.2c, 7.5)

#### 8.1.1 Demand Planning (forecasting) (7.2.1a, 7.2.2.c)

Demand Planning can be one using statistical forecasting tools or sales forecasting and creates a plan for future customer orders. Forecast accuracy is measured and utilized to improve the demand plan and processes. Demand planning includes the process to generate product plans, schedule orders into the manufacturing system (ensuring proper staffing).

#### 8.1.2 Supply Chain Planning and Scheduling (7.4)

Supply Chain planning creates a supply plan that considers supply chain constraints (i.e., inventory, lead times, etc) and forecasted customer requirements and actual orders to create and execute shipment plan. Customer orders are promised against the supply chain plan and in some businesses against customer/service delivery schedules.

### **8.2 Materials Purchasing** (7.4, 7.4.1, 7.4.2, 7.4.3, 7.5.5)

Materials purchasing management in EMG is led out of the manufacturing divisions. Purchasing departments typically are organized as a function reporting to business unit sub-division management. The [Strategic Supplier Management](#) (SSM) assists the businesses with managing alliances with top-tier strategic suppliers. The EMG Worldwide Field Operations (WWFO) organization, which manages sales and support, generally uses the BU organizations for its materials purchasing needs. The most senior Managers with Procurement responsibility within the manufacturing divisions are responsible for making sure supplier contracts are complete, supplier performance reviews are done on time, and performance issues are resolved in a timely manner.

Four generic processes are used to manage supplier quality:

1. Requirements Specification;
2. Supplier Selection;
3. On-Going Conformance Assurance; and,
4. Performance Evaluation

#### 8.2.1 Requirements Specification

The BU purchasing operations specify the product to be purchased in accordance with the needs of the operation and the needs of the ultimate Agilent customers. Customer requirements flow into the purchasing process through the requirement specifications of the manufacturing entity sourcing the material. Purchasing staff assembles the requirements to be tendered to the supplier, reviews them

with the division personnel needing the materials, in order to ensure accuracy, and then communicate the requirements to the supplier.

Quality requirements specifications consist of:

- [Standard purchase-order and purchase-agreement](#) information that references company-wide quality requirements, including reference to Agilent's Supplier Quality System document 5951-1665. [http://www.agilent.com/quality/supplier\\_quality\\_system\\_rqmt.pdf](http://www.agilent.com/quality/supplier_quality_system_rqmt.pdf) and ESD requirements.
- Business-specific standard terms and conditions, if any are developed at the division level; and,
- Specifications dictating the product form, fit, function, etc. and any other specific requirements for approval of the product, procedures, processes, and equipment.

Current document retention standards only require controlled retention of quotations, contracts/agreements, confidential non-disclosure agreements, and licensing agreements accepted from/with suppliers. Where records are retained, it is by the buyer/manager of the supplier and/or their extended team of internal customers using the supplier. (7.4.2)

### 8.2.2 Supplier Selection

Suppliers are selected by personnel from the operation where the purchased product will be used, usually in partnership with materials procurement personnel. Suppliers are asked for information relative to desired requirements. The type and extent of qualification depends on how critical the product and supplier is to the continuity of order fulfillment, and the form, fit, and function of the ultimate product. Where qualification is done it usually consists of ordering and inspecting prototypes or samples. The entity that establishes the relationship with a new supplier, and/or for a new item to be purchased, is responsible for maintaining the records from the selection and/or qualification process, including the criteria and management approval in accordance with the entity's sourcing requirements. (7.4.1)

### 8.2.3 On-Going Conformance Assurance

The process for ensuring that the purchased product meets the specified purchase requirements is implemented locally, within the framework of applicable company, BU, and divisional processes and practices. In general, incoming material shipments are checked to see if any special handling or inspection is required, otherwise it is assumed fit for use and delivered to the user or storage area. Material requiring inspection is flagged in the material & order management system. Material not requiring inspection is delivered to its storage location, which is normally at the point of use. FGI (finished goods inventory) handling procedures may vary from site to site. If verification is performed at the supplier's location, the purchase order or Agreement will state the arrangements and method of release. The usual method is to request suppliers to provide outbound quality control testing reports. Materials procurement personnel usually manage the resolution process if a supplier fails to meet requirements. (7.4.3)

### 8.2.4 Performance Evaluation

Supplier performance is managed in real time through the escalation of any observed issues concerning the delivery, form, fit, and function of the item. In some cases, issues are tracked online, such as on-line part failure history tracking and engineering alerts. Materials procurement personnel typically act as the focal point for supplier quality issues. In addition, there is a guideline for evaluating how well strategic suppliers (critical to business) have met requirements. The technology



quality, responsiveness, delivery, cost, and environment called TQRDCE. Company-wide guidelines for the TQRDCE process may be found on this Global Sourcing TQRDCE Site:

[http://gsce.supplychain.agilent.com/direct\\_matls/tqrdce.asp](http://gsce.supplychain.agilent.com/direct_matls/tqrdce.asp)

The businesses determine which suppliers are subject to periodic performance evaluation and maintain the records from such evaluations

Examples of [Strategic Supply Management](#) in EMG: SSM has a supplier performance measurement survey tool that allows users to enter input and access results. The survey tool, results, calendar and other SSM TQRDCE information can be found at this link:

<http://emg.communications.agilent.com/ssm/>

Examples of key metrics: Material cost reduction as a percent of spend, inventory levels in days of supply on hand, on-time delivery in days early or late, and defect rates in parts per million, percentage of parts delivered over time, or number of dead-on-arrival (DOA) products.

### **8.3 Manufacturing** (7.3.4, 7.3.6, 7.5, 7.6, 8.2.3, 8.3)

EMG OF manufactures or manages the manufacture of the vast majority of EMG products and has the responsibility to ensure that products are manufactured to EMG's manufacturing and quality standards and supplied to the customer in a timely, cost-effective manner. EMG OF also provides replacement assemblies to EMG Service Centers & customers and also performs factory calibration of customer instruments when required. Example of key metrics: Quality, Delivery and Cost.

#### 8.3.1 Production (7.5, 7.5.5, 7.6, 8.2.3, 8.3)

- a) The Material Handlers assigned to the various Production Lines will pull the necessary materials from stock as part of their daily duties.
- b) Assembly & Test: Assemble instrument according to production schedule. Perform functional test (7.3.6). Non-conforming material is identified as per procedures #E103 Agilent Control of Non-conforming Product. (8.3)
- c) System Integration (where appropriate to business): Assemble system according to customer order and perform system tests.
- d) Calibrate: (8.2.3, 7.6) The process of calibration is defined in related documents:  
[EMG Calibration Policy](#);  
[EMG Calibration System Manual \(includes control of subcontracted calibration section 4.5\)](#)
- e) EMG uses the Agilent level Design & Manufacturing Processes to determine workmanship criteria. Web site for the list of Agilent's Design and Manufacturing documents:  
[Design and Manufacturing Document List](#), [Design Standards Users Group](#)
- f) ESD (Electro Static Discharge) control is a quality requirement in EMG. The EMG ESD Control Manual contains the minimum control requirements that must be followed. Compliance is required at all sites where ESD-sensitive electronic devices are manufactured, assembled, tested, serviced, configured, installed, handled, packaged, stored or supplied by OEMs. Each entity/business has appropriate local controls to ensure EMG ESD Control requirements are met." Web site for the EMG ESD Control Manual:  
[http://sharedoc.collaboration.agilent.com/sites/emg-quality/sd/emg-bms/esd%20control%20docs/esd\\_control\\_manual%20-%20epsg1039112.pdf](http://sharedoc.collaboration.agilent.com/sites/emg-quality/sd/emg-bms/esd%20control%20docs/esd_control_manual%20-%20epsg1039112.pdf)
- g) Handling and storage of product will be determined by the local area, but will include identification, packaging, and proper protection of product.

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*The user of any printed copy of this controlled document is responsible for verifying it is the correct version prior to use. **Hard copies are uncontrolled.***

*This manual contains links to subordinate documents that are restricted to Agilent personnel only and may not work if accessing this document from a public site.*

*The current version is available at the EMG Document Map website: [http://emg.communications.agilent.com/quality/bms/040318\\_docMap.asp](http://emg.communications.agilent.com/quality/bms/040318_docMap.asp)*

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- h) Hardware Test Centers exist within EMG to provide environmental testing, failure analysis services, and regulatory compliance expertise that enable our partners in R&D, Manufacturing, and Marketing to design and deliver products which meet our trade customers' quality requirements. This function may reside in OF or a Division.

#### **8.4 Delivery** (7.5.1, 7.5.5, 8.2.1)

Delivery is an important part of the overall BMS and assures the product is packaged and shipped appropriately meeting EMG quality/delivery standards and customer expectations. An EMG On Time Arrival (OTA) team focuses on achieving OTA goals. The purpose of the EMG On Time Arrival Corrective Action and Management Review system is to establish a quality improvement environment that is responsive to EMG's promise to customers. The approach is to establish corrective action ownership, provide consistent data, and establish management reviews.

##### 8.4.1 Shipping (7.5.5)

Pack: Pack instrument and accessories according to customer order/requirements. The [Environmental Test Manual](#) outlines several requirements for packaging.

- a) Shipping Logistics: Plan and manage worldwide shipping logistics to meet customer requirements.

##### 8.4.2 Management of customer Complaints: OBD, OTA, OTS: (8.2.1)

Improvements to product and production processes may be initiated in response to information gained from customer feedback.

- a. The OBD (Out-of-Box Defect) system provides information that is analyzed for patterns and trends in order to prioritize areas for further investigation. Changes to product or process may be implemented within Order Fulfillment along with involvement from other areas of the business as required.
- b. On Time Arrival (OTA): EMG measures the OTA for all EMG products. The results are monitored in the EMG monthly [Bluebook](#).
- c. On Time Shipment (OTS): [http://qes.supplychain.agilent.com/OTD\\_Metrics/OTD\\_metrics.asp](http://qes.supplychain.agilent.com/OTD_Metrics/OTD_metrics.asp) EMG measures the OTS for all EMG products. The results are monitored in the EMG monthly [Bluebook](#).

#### **8.5 New Product Introduction (NPI)/Engineering Support** (7.3, 7.3.4, 7.5.1, 8.2.3, 8.2.4)

EMG's OF strategy is to have once centralized manufacturing center with a number of smaller regional Divisions based NPI OF sites. These NPI sites provide New Product Development and Introduction support for the centralized OF.

Primary Roles: Division NPI OF organizations provides the critical, dynamic, new product development and introduction linkages between EMG's product development labs and centralized manufacturing. This is a collaborative role that includes influencing product design, and supply chain design decisions to optimize business results and meet current and future product development requirements. Specific activities may include validating design performance, providing



rapid prototyping, characterization and qualification testing, and ensuring smooth new product introductions and production ramp up execution.

Division NPI OF organizations also provide a business management/leadership linkage between the Divisions (R&D, Marketing, and Product Planning), it is co-located with, and the manufacturing center that produce the Division's products. This business linkage ensures Division activities link successfully with Order Fulfillment.

- a) NPI's & Transfers (7.3, 7.5.1, 7.3.4)  
Manage the introduction of new products into manufacturing environment.  
Coordinate with Division and Division-OF entities.
- b) Engineering /Production Support (8.2.3, 8.2.4)  
Provide support for Test Systems (including Test S/W and Measurement Traceability), Production Processes and Technical Investigations.
- c) Customer Feedback – CA/PA (8.5.2, 8.5.3)  
Investigate and implement corrective and preventative actions to products in production phase.

## 9. Customer Satisfaction

*Customer Satisfaction* is meeting customers' quality, delivery, pricing and features requirements. Quality is more than hardware reliability. It is all about the customer's total experience in interacting with our products, people, partners, and agents. It is the sum of these interactions over time that determines customer loyalty.

### 9.1 Service Solutions Unit (SSU) (7.5.1, 7.5.2, 7.5.3, 7.6)

The *Service Solutions Unit's* mission is to build customer value and intimacy through support services and solutions. These either extend the usefulness and product life of hardware products, or are unique services such as consulting and training that provide a whole product solution for the customer

There are two separate entities in SSU from an operational perspective to better serve customers. The SSU organization will focus on business development, marketing and R&D customer and planning issues while the SSU SDO, Service Delivery Operation delivers calibration/repair services and parts to EMG business and trade customers.

#### 9.1.1 Repair: (7.5.3, 7.5.1)

Repair is composed of a number of related processes that return a hardware product back to useful service. The overall repair process includes sub-processes such as cleaning and safety testing, and information services such as Service Notes.

<http://emg.communications.agilent.com/wcss/internalpages/svcnotes/index.htm>

An overall process map is available at: <http://bench.service.agilent.com/> (Not applicable to MSD and ASPL)  
Examples of key metrics: Turn-around Time (TAT), Ship on time (SOT).  
MSD and ASPL provides on-site support (repair and calibration and delivery (site preparation and installation)) and remote phone technical support to customer.

#### 9.1.2 Calibration: (7.6)

Calibration is the set of operations that establishes, under specified conditions, the relationship between values indicated by a measuring instrument or measuring system, and the corresponding standard or known values derived from the standard. The benefit to the customer is to assure that an instrument is operating within the measurement specification design parameters. Examples of key metrics: TAT and SOT.

The process of calibration is defined in related documents:

[EMG Calibration System Manual](#) (includes control of subcontracted calibration section 4.5, supplier selection.

[Audit Program Description](#)

[Metrology Policy Manual](#)

Calibration is sometimes a separate step within the repair process and is embedded in the following production flow diagram located at: <http://bench.service.agilent.com/>

### 9.1.3 Service Parts Operation

The Service Parts Operation works to provide EMG business & trade customers with support parts to repair customer's equipment in a cost effective timely manner with minimum asset levels. SPO worldwide operations include the functions of 1) Request Management, 2) Planning, 3) Procurement, and 4) Logistics. MSD manages its own service parts operation and leverages the Global Service Parts Operation processes.

<http://ssuweb.business.agilent.com/SSUQuality/SPO/>

### 9.1.4 Business Planning

SSU business planning provides leadership for Business Development, Marketing and R&D for on-site/mobile cal, meeting customer needs and the development of new products and services.

## 9.2 Application Engineering Organization (AEO)

EMG offers a flexible range of engineering, training and technical support services specifically designed to help customers optimize the use of their EMG equipment. We can help them get started with their new instrument, provide out-of-warranty agreements for technical phone support, provide continued custom assistance with the optimization of their existing instruments, provide training based on their specialized requirements, and more. We help customers achieve their application and measurement goals.

These services can be provided in a variety of ways: face-to-face at the site, remote (via phone and web collaboration), or through self-guided tutorials. More information about these services is available:

For Product and Application Services: [www.agilent.com/find/consulting](http://www.agilent.com/find/consulting)

For Education Services: [www.agilent.com/find/education](http://www.agilent.com/find/education)

For Technical Support Agreements and contact numbers: [www.agilent.com/find/techsupport](http://www.agilent.com/find/techsupport)

## 9.3 Professional Services & Support

ASPL is in the business of highly distributed monitoring and Quality of Services Solutions focused on big Telecom operators WW. This business requires specific professional services, such as project management, deployment & commissioning, acceptance testing and high availability reactive and proactive support.

## 9.4 Remarketing Solutions Division (RSD) (6.3c)

RSD is a unit within the Electronic Measurement Group. RSD provides Demo Services for EMG, Remanufacturing of Demo, Trade-In and Sourced Products and manages the Trade-In/Trade-Up Program for EMG. Organizationally, the RSD is divided into functional areas: Business Development / Sourcing, Marketing, Supply Chain, Channel Partners, TQM and Demo. RSD financial and operational metrics are reviewed on a monthly basis by the management team.

RSD utilizes some 3rd party providers. RSD uses a 120 Day Calibration policy (Products can be shipped with Calibration Certificates at 120 days or less) (ISO9001:2008 exceptions: 7.3, 7.5 & 7.6).

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RSD Home Page web site: <http://emg.communications.agilent.com/rsd/>

- **Remanufacturing** is an operation that refurbishes customer pre owned, EMG Demo and factory used products. Remanufacturing has three channels to sell inventory: Direct sales, Alternate Channel and scrap mitigation.

- **Trade Up** is a program that allows EMG customers to leverage a currently owned product for credit towards a new EMG unit or service. The RSD acts as a facilitator between the EMG sales force and the original manufacturing division. The pre owned unit traded in by the customer is disposed of through RSD's Remanufacturing operations. Trade up web site: <http://tradeup.sales.agilent.com/>

- **Demo** is an organization within RSD that supports sales of EMG products by providing demonstration units to EMG Sales Representatives (FE, AE, SE) and Distributors.

### **9.5 Customer Surveys** (8.2.1, 8.4)

Survey of EMG Customers is based on the most recent interaction with regional "Touch Points" (i.e., Business Center, Contact Center, Sales, Service & Support, and Web). EMG has a web based survey where the Customer can either provide a rating score, select from multiple choices or enter a comment (verbatim). EMG: <http://emg.communications.agilent.com/quality/acs/default.asp>

Agilent Customer Satisfaction (ACS) program: Agilent Customer Satisfaction is a customer satisfaction measurement and improvement program consistent across Agilent business, regions and touch points. ACS implements an actionable metrics model to track and improve Agilent Customer Satisfaction (ACS) performance. This includes setting a company-wide metric for customer satisfaction, setting visible goals to continually improve customer satisfaction, and monitoring and rewarding improvement.

Agilent: [http://customer.quality.agilent.com/customer\\_satisfaction/acs.shtml](http://customer.quality.agilent.com/customer_satisfaction/acs.shtml)

### **9.6 Customer Feedback** (4.1e, 5.62b, 7.2.3c, 8.2.1, 8.4)

9.6.1 The Customer Feedback System provides customer satisfaction and future opportunity information to EMG regarding product, service, and support offerings. A variety of processes and tools (Customer Feedback System, Customer visit reports, surveys, etc.) are used to meet the diverse needs of the organizations within EMG.

Each organization is required to:

- Document customer feedback received (solicited and unsolicited)
- Take appropriate follow-up action on feedback
  - Redirect operational issues requiring immediate response to the appropriate business process.
  - Direct all other feedback to the responsible action/process owner for review, follow-up and disposition.
- Include feedback in their processes to identify systemic customer satisfaction issues and new product, service, and support opportunities.
- Include Customer Feedback as an input for the local management review.

Feedback may be submitted using one of the following methods:

- Customer Issue Resolution Process (CIR)
- The Customer Feedback web site: <http://emg.communications.agilent.com/quality/voc/>
- Email: Customer-feedback,EMG
- Voice Mailbox: (719) 590-3855 or Telnet 590-3855

9.6.2 **EMG Quality Blue Book** (4.1e, 8.4): Provides data about EMG's quality performance from our customers' perspective where feasible. It is designed to measure areas which affect customers' perception regarding EMG's quality. Multiple levels of management review the Quality Blue Book quarterly to understand EMG's overall quality trends to make improvements as appropriate. EMG Quality Blue Book web site: <http://intuition.is.agilent.com/bluebook/Default.aspx>

9.6.3 **Out of Box defect (OBD)**: (4.1.e, 8.4)

An OBD is a Performance or Non-performance defect found when the customer opens the box and turns on the product. Customers expect products to conform to quality expectation and expect the product to turn on the first time.

Customer reliability expectations: 1) Out of box experience, where Agilent's reputation can be questioned, 2) Early lifetime, where the specific product's quality is in doubt, 3) Warranty period, where reliability perceptions are developed, and 4) Post-warranty period, where service delivery is measured.

## **9.7 Escalations and Customer Issue Resolution** (8.2.1)

### **CIR (Customer Issue Resolution)**

EMG's worldwide Customer Issue Resolution (CIR) process focuses on resolving cross-organizational customer issues. Timely and effective customer issue resolution is an important aspect in building customer satisfaction and in sustaining Agilent's position as the premier measurement company. The CIR process was implemented worldwide on February 1, 2007 to provide a simplified common tool to report and resolve cross-organizational customer issues.

CIRF is a web or Outlook based form that is available to all EMG employees. CIRF provides an easy way to: Report a customer problem, provide customer feedback/compliment, Request an escalation, Request a 2nd Level Escalation, and ask for assistance when you don't know where to go for help.

#### **Key elements of CIR:**

- Common Process: The field, divisions and SSU will use the CIR process.
- Single Entry Point: CIRF ([Customer Issue Reporting Form](#)) will be the primary input tool for front-line employees.
- One Platform: Siebel will be the sole content management system.
- Single Point of Contact: Each organization has one single point of contact (a specific person, not an email node).

- Containment Plan Required for Escalations: In addition to initial response time to the issue submitter, a containment plan is now required.
  - 95% of All Escalations Contained Within 7 Working Days or Less.
- 9.7.1 The Presidents line: Respond to customers that make complaints to Agilent's CEO or a member of his staff when previous channels used to attempt to resolve the issue have been either unsatisfactory or unknown to the customer. The Presidents line gives appropriate, timely responses and follow-up to customer issues and all are treated in a manner that is respectful and consistent with Agilent corporate objectives. This information provides visibility to problems so Agilent Technologies can drive process improvement. Unless a specific resolution plan and milestones negotiated with the customer are in place, it is expected that the issues will be resolved within 10 working days.
- 9.7.2 Delivery Escalation Process: The purpose of this process is to avoid customer satisfaction issues and to ensure the order is delivered as per the correct process. This process will help manage, prioritize order delivery activities.
- 9.7.3 Internal escalations: are defined at the entity/business level.

## 10. Abbreviations used in this manual

List	Examples
ACS	Agilent Customer Satisfaction (Survey)
AEO	Application Engineering Organization
BMS	Business Management System
BMSM	Business Management System Manager
BU	Business Unit
Business Manual	EMG Business Management Systems Manual
CCC	Customer Contact Centers
CIRF	Customer Issue/Input Reporting Form
Comms	Communications
CPI	Continual Process Improvement
CS	Commercial Services
CSG	Communications Solutions Group
DFx	Design for everything
Divisions	Product focused with detailed product definition and a deeper view of the product to meet customer needs.
ECO	Engineering Change Order
ECR	Engineering Change Request
ELT	Executive Leadership Team reporting to GM
Entity Specific Documents	Quality Procedure Manual
EMG	Electronic Measurements Group
ERP	Enterprise Resource Planning: an automated planning system (Oracle)
ESD	Electro Static Discharge
GM	General Manager
HTC	Hardware Test Center
KP	Knowledge Portal: a documentation vault
Local Processes	Process Documentation
Marketing	Market focus with a system approach, broader view of customer need.
MRP	Management Review Process
MST	Manufacturing Special Test
MTLS	Materials
NPI	New Product Introduction
OBD	Out of Box Defects
OF	Order Fulfillment
OTA	On Time Arrival
OTS	On Time Shipment
QIC	Quality Improvement Cycle
Records	Training records, minutes, contracts etc.
Required Documents	Internal Audit Process, Management Review, etc.
RFI/P	Request for Information, Request for Proposal
RIP	Reliability Improvement Process
ROQ	Renaissance of Quality
RSD	Remarketing Solutions Division
SAP	South Asia Pacific
SPO	Service Parts Organization
TAT	Turn around time
TIS	Technical Information System
VOC	Voice of the Customer
WCSS	Worldwide Customer Service & Support
Webdoc	A web based tool providing a consistent document configuration management tool.
WW	World Wide
WWMat	World Wide Materials

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**Document Control Log**

REV NO.	CHANGE SUMMARY	DOCUMENT OWNER	APPROVER	DATE APPROVED
1	As issued.	Diana Clark	Jim Horner	Oct. 1, 2002
2	Updated URL's for Disaster Recovery, Common Processes, page 11 Updated URL's for Design and Mfging Processes and ESD Page 21	Diana Clark	Jim Horner	Oct 7, 2002
3	Updated Customer Property req.	Diana Clark	Jim Horner	Oct 8, 2002
4	Changed SGDU to DAT & WCS, updated Material Purchasing.	Diana Clark	Jim Horner	Oct 21, 2002
5	Updated section 4.7 EHS	Diana Clark	Jim Horner	Oct 28, 2002
6	Updated Agilent ESD Web Site Changed KSO to be included in the cert. Updated Procurement process	Diana Clark	Jim Horner	Nov 14, 2002
7	Clarified support versus supplier within Agilent Technologies, page 4	Diana Clark	Jim Horner	Nov 22, 2002
8	Added copyrights and deleted "public"	Diana Clark	Jim Horner	Dec 9, 2002
9	Updated Commercial Services process	Diana Clark	Jim Horner	Jan 22, 2003
10	Added Product Stewardship information section 6.0 b	Diana Clark	Jim Horner	Feb 13, 2003
11	Changed QMS to BMS, Changed PGU to Division	Diana Clark	Jim Horner	Mar. 17, 2003
12	Updated Commercial Services and added infrastructure organization heading	Diana Clark	Jim Horner	Mar. 31, 2003
13	Updates resulting from organization changes	Diana Clark	Jim Horner	May 2, 2003
14	Updated FSU process	Diana Clark	Jim Horner	May 7, 2003
15	Updated Quality Education, & Custom Solutions, & moved FSU to Customer Solutions.	Diana Clark	Jim Horner	June 4, 2003
16	Updated GTLS to SPO, updated FSU URL	Diana Clark	Jim Horner	June 13, 2003
17	Update URL's for FSU, HR & Oracle documentation, deleted GSDC, added AES, updated Marketing and Materials sections.	Diana Clark	Jim Horner	July 18, 2003
18	Update Strategic Planning and FSU, deleted OF website, updated OBD website information in 8.4, Added MAST and Eesof URL's	Diana Clark	Jim Horner	July 25, 2003
19	Fixed page breaks	Diana Clark	Jim Horner	July 30, 2003
20	Fixed pagination again	Diana Clark	Jim Horner	Aug 1, 2003
21	Fixed pagination once again, updated scope	Diana Clark	Jim Horner	Aug 6, 2003
22	Fixed pagination again	Diana Clark	Jim Horner	Aug 8, 2003
23	Fixed pagination (I hope)	Diana Clark	Jim Horner	Aug 8, 2003
24	Updated 2.1 adding Senior VP's role	Diana Clark	Jim Horner	Aug 12, 2003
25	Updated Customer Feedback 9.6, Updated Materials Purchasing information 8.2.	Diana Clark	Jim Horner	Aug 20, 2003
26	Updated 9.2 KSO information	Diana Clark	Jim Horner	Aug 22, 2003
27	Updated 8.3 Manufacturing information about ESD, added Infrastructure Website in 4.6.	Diana Clark	Jim Horner	Aug 28, 2003
28	Updated FSU 9.4, updated URL's	Diana Clark	Jim Horner	Sept 10, 2003
29	Updated Scope page 4.	Diana Clark	Jim Horner	Oct. 1, 2003
30	Commercial Services changes internal processes and changes business name to Customer Contact Centers (section 7.2)	Diana Clark	Jim Horner	Oct. 10, 2003
31	Update table of contents, Updated GSO to SSO, Deleted AWARD, and updated business map.	Diana Clark	Jim Horner	Nov. 7, 2003
32	Updated KSO to MAS, updated scope list and abbreviation list.	Diana Clark	Jim Horner	Dec. 18, 2003
33	Updated 9.6 CFS, 9.4 FSU and 2.3.I top management responsibilities	Diana Clark	Jim Horner	Jan. 23, 2004
34	Pagination issue	Diana Clark	Jim Horner	Jan. 26, 2004
35	Updated section 8.4 Delivery	Diana Clark	Jim Horner	Feb 19, 2004
36	Updated section 9.1 SSU, 7.1 Field Sales, updated URL's, aligned Business Process Map, added order delivery escalation process	Diana Clark	Jim Horner	April 9, 2004
37	Update SSU information, and CCC information. Updated URL's, typos, formatting and making the words clear for translation. Added outsourcing information.	Diana Clark	Jim Horner	April 30, 2004
38	Update Materials Purchasing/Performance Evaluation 8.2.4, and the scope table adding SQD.	Diana Clark	Jim Horner	June 2, 2004

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REV NO.	CHANGE SUMMARY	DOCUMENT OWNER	APPROVER	DATE APPROVED
39	Corrected formatting of section numbering, the number "10" appeared erroneously throughout the document.	Diana Clark	Jim Horner	June 4, 2004
40	Moved the ERP/Oracle information under 4.6.3 Information Technology, cleaned up typo's throughout, added clarity to 4.2.1, 4.2.2. Added Engineering Services to the scope on page 4.	Diana Clark	Jim Horner	June 29, 2004
41	Updated Materials 8.2.1, 8.2.4, updated the scope page 4.	Diana Clark	Jim Horner	July 9, 2004
42	Updated FSU 9.4, updated TQRDCE URL path 8.2.4 and updated the scope on page 4.	Diana Clark	Jim Horner	July 23, 2004
43	Updated FSU 9.4 URL's	Diana Clark	Jim Horner	July 29, 2004
44	Updated section 3.0 relationship map	Diana Clark	Jim Horner	Aug 5, 2004
45	Updated customer property 4.1.4 and escalations 9.7.	Diana Clark	Jim Horner	Oct 1, 2004
46	Fixed broken link	Diana Clark	Jim Horner	Oct 4, 2004
47	Update ULR for escalation 9.7	Diana Clark	Jim Horner	Oct 21, 2004
48	Fixed typo on front page	Diana Clark	Jim Horner	Oct 28, 2004
49	Added CSTC to scope	Diana Clark	Jim Horner	Nov 5, 2004
50	Updated 9.2: MAS changed their name to AEO	Diana Clark	Jim Horner	Nov 19, 2004
51	Updated 9.4: FSU change their name to RSD (Remarketing Solutions Division)	Diana Clark	Jim Horner	Dec. 8, 2004
52	Added Agilent Risk Management information (4.1.5)	Diana Clark	Jim Horner	Jan. 6, 2005
53	Updated section 8.2.4 Performance Evaluation.	Diana Clark	Jim Horner	Jan. 18, 2005
54	Added EMG TAG structure and BMS Rep.	Diana Clark	Jim Horner	Jan. 24, 2005
55	Updated broken links	Diana Clark	Jim Horner	Feb. 11, 2005
56	Updated the section 1.3 scope to align business reorganization (deleted GSBU, added AIBU), added Six Sigma information, updated MR requirements section 2.3.	Diana Clark	John Herniman	April 22, 2005
57	Updated MR requirements section 4.3 fixed numbering of document, updated scope in section 1.4.	Diana Clark	John Herniman	June 13, 2005
58	Deleted GSBU	Diana Clark	John Herniman	June 17, 2005
59	Updated section 9.1.4	Diana Clark	John Herniman	June 20, 2005
60	Updated RSD	Diana Clark	John Herniman	June 23, 2005
61	SBM&D update section 8.2	Diana Clark	John Herniman	July 25, 2005
62	Deleted DAT, changed PMT to NMD, updated Packaging and Blue Book web sites.	Diana Clark	John Herniman	Aug. 12, 2005
63	Updated to reflect organizational change EPSG-→ EMG and updated URL's.	Diana Clark	John Herniman	Sept. 9, 2005
64	Updated URL's and updated TSO business name.	Diana Clark	John Herniman	Dec. 20, 2005
65	Updated section 4.5, page 15: TIS	Diana Clark	John Herniman	Dec. 20, 2005
66	Updated section 4.2.2 discontinuance	Diana Clark	John Herniman	Jan. 10, 2006
67	Updated 9.7.2 Ned line to ECAG	Diana Clark	John Herniman	Jan. 11, 2006
68	Updated 9.1.4 Business Planning for SSU	Diana Clark	John Herniman	Jan. 11, 2006
69	Added the corporate discontinuance process URL at 4.2.2.	Diana Clark	John Herniman	Jan. 25, 2006
70	Updated EPSG to EMG, deleted MIBU, Change AIBU to EIBU.	Diana Clark	John Herniman	March 8, 2006
71	Typo's fixed	Diana Clark	John Herniman	March 8, 2006
72	Fixed pagination	Diana Clark	John Herniman	March 9, 2006
73	Added CIRF to 9.7, updated URL in footer, updated table of contents, and updated 2.3i Quality Objectives.	Diana Clark	John Herniman	April 14, 2006
74	Updated URL in 8.3e	Diana Clark	John Herniman	April 18, 2006
75	Updated URL in the footer, updated typos and formatting throughout the document.	Diana Clark	John Herniman	April 28, 2006
76	Updated URL 9.7.3, updated 9.1.4 URL.	Diana Clark	John Herniman	May 3, 2006
77	Updated section 7.2 CCC	Diana Clark	John Herniman	May 25, 2006

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78	Updated section 8.2.2 to clarify supplier management requirements updated 2.2 org chart, updated 1.4 scope and fixed a few typo's.	Diana Clark	John Herniman	June 20, 2006
79	Updated section 9.7.3 by adding the ECAG/BillLine overview presentation URL	Diana Clark	John Herniman	June 28, 2006
80	typo	Diana Clark	John Herniman	June 28, 2006
81	Updated to include ASD and MSD BMS information. Updated 9.7.4 URL delivery escalation, updated the Process Map 3.1.c. Updated 1.4 scope, and updated 2.1.e organization.	Diana Clark	John Herniman	July 27, 2006
82	Added Signal Network Division. Updated the URL for packaging (8.4.1).	Diana Clark	John Herniman	August 14, 2006
83	Updated 9.4 RSD	Diana Clark	John Herniman	August 22, 2006
84	Updated the core document links in section 4.1.5	Diana Clark	John Herniman	Sept. 1, 2006
85	Updated the GRS URL at 4.1.5	Diana Clark	John Herniman	Sept. 13, 2006
86	Updated section 8.2 Procurement	Diana Clark	John Herniman	Dec. 8, 2006
87	Updated section 8.2 Procurement	Diana Clark	John Herniman	Dec. 8, 2006
88	Update section 8.2 Procurement by fixing typo	Diana Clark	John Herniman	Dec. 11, 2006
89	Added clarity to section 9.1.3 regarding MSD. Added information about the HTC in 8.3. Updated broken links.	Diana Clark	John Herniman	Dec. 15, 2006
90	Updated Webdoc again due to corruption error in Webdoc	Diana Clark	John Herniman	Dec. 20, 2006
91	Updated 8.2 Procurement, and updated 1.4 Scope	Diana Clark	John Herniman	Jan. 5, 2007
92	8.2.4 added technology, updated URL's and added clarity to section 2.3 top management	Diana Clark	John Herniman	Jan. 16, 2007
93	7.2 updated CCC information and updated table of content	Diana Clark	John Herniman	Feb. 13, 2007
94	8.3-f updated ESD Control requirements information, and updated 9.7.3 changing the name from ECAG to Presidents Line. 6.1 Update QSO website and deleted the reference to 7.1	Diana Clark	John Herniman	March 23, 2007
95	Updated 9.7 escalations deleting Presto, updated CIR information, updated 1.4 scope for NMT	Diana Clark	John Herniman	July 1, 2007
96	Updated section 1.4 scope, updated links, updated RSD information	Diana Clark	John Herniman	Aug 8, 2007
97	Updated 4.1.2 Quality Education, updated 4.2.1 Acquisition life cycle, updated EMG org chart page 6	Diana Clark	John Herniman	Sept. 28, 2007
98	Updated & added URL's/links, update section 1.4 Scope, added Anti-virus requirements document, Deleted AES Infrastructure.,	Diana Clark	John Herniman	April. 14, 2008
99	Updated 4.2.2 EMG Discontinuance URL	Diana Clark	John Herniman	April. 16, 2008
100	Updated URL's, updated SBM to SSM in section 8.2, Updated 9.4 RSD, and updated 1.4 Scope.	Diana Clark	Eric Taylor	June 8, 2008
101	Changed Everest to Oracle, added CIRF update to section 9.7 and 4.1.5, linked the new DAMDoc list. Updated 2.1 and updated ASD to ASPL.	Diana Clark	Eric Taylor	July 8, 2008
102	Added IT Disaster Recovery website, added OTA and OTS and deleted OTD in section 8.4.2 b/c.	Diana Clark	Eric Taylor	Oct 24, 2008
103	Updated 4.2.1b to include a link to the Acquisition Standard, cleaned up some OTA information and updated the EMG BMS Manager reporting as dotted line.	Diana Clark	Eric Taylor	Oct 28, 2008
104	Updated 1.4 scope to align the latest reorg for NPMD and NMD	Diana Clark	Eric Taylor	Dec. 9, 2008
105	Added section 7.3 Customer Data	Diana Clark	Eric Taylor	Jan. 8, 2009
106	Updated the scope section by adding WWFO as certified, updated section 7.3 Customer Data information and updated ISO9001:2000 to ISO9001:2008.	Diana Clark	Eric Taylor	Mar. 20, 2009
107	Updated the footer regarding public use of this document and updated the copy write year as required	Diana Clark	Eric Taylor	Mar. 30, 2009
108	Updated the scope to align with the organization change	Diana Clark	Eric Taylor	April 23, 2009
109	Updated section 1.4 removing ISO9001:2000 and adding ISO9001:2008, update section 2.2 to align with the org change.	Diana Clark	Eric Taylor	April 24, 2009
110	Updated document owner name. Removed reference to WBU in Section 4.2.4. Changed TLO to TSO in list of ISO9001 certified businesses (section 1.4). Reworded section 4.4 (changed we/our to EMG). Updated Section 7.2 (CCC). Updated ISO9001:2008 reference in Section 4.6. Edited by Alex Guzman.	Alex Guzman (BMS Team)	Ted Tucker	31-Aug-2009

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111	Deleted list of businesses certified to ISO9001 in Section 1.3 (Scope) and Quality Standards Ownership Matrix (Section 3.2). Reformatted header/footers. Included TLO in Section 4.2.3 (Technology Development). Fixed broken URLs. Updated Org Chart descriptions (Section 2). Edited by Alex Guzman.	Alex Guzman (BMS Team)	Ted Tucker	24-Sep-2009
112	Updated Document and Fixed Broken Links. Addressed DEKRA NC by referencing EMG OF as part of AOF. Changed wording to aid clarity in section 9.6 related to an old system CASPER. Section 8 updated to reflect relationship between AOF and EMG OF. Section 2.2 Org Chart updated. Section 4.2. Revised wording related to Infrastructure Org roles and responsibilities	Kevin Fawl (BMS Team)	Ted Tucker	13-Nov-12

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